# FIR Practitioner Volume 3, No. 1

**SPRING 2002** 

### Human Resource News for Public Agencies



#### **CPS EXPANDS TO SERVE YOU BETTER**

Shannon Associates Merges with CPS to Provide Executive Search Services.

Combining the strengths of two nationwide human resource companies specializing in the public sector, Shannon Associates has merged with CPS. For more than 15 years, Shannon Associates has provided executive recruitment services exclusively for local government and public agencies throughout the United States.

"We are enthusiastic about Shannon Associates

becoming a division of CPS," said David Hill, Chair of the CPS Board of Directors. "For years both organizations have partnered on a host of recruitment projects and have found that we share similar values and beliefs about delivering high quality and competitively priced services to our clients."

Shannon Associates has conducted more than 1,000 recruitments for county execu-

tives, city managers, department heads and other similar government and public agency positions throughout the United States. Under the arrangement, the new company has become Shannon Executive Search, a division of CPS Human Resource Services.

"CPS is among the very best in providing top-notch, world class HR services to public agencies in the United States and Canada. The combination of our companies will provide our clients with additional benefits and a one-stop shop for all their HR and recruitment needs," said John Shannon, President of Shannon Associates.

One of the key objectives of the merger is to provide clients with the most advanced web-based technological solutions to streamline the candidate recruitment, review and selection process. In the

> past two years, CPS has made a sizable investment in technology to offer its clients a wide range of web-based applications including online testing and scoring capabilities.

> "The addition of Shannon Associates propels us to one of a few companies that can offer comprehensive human resource services to government agencies throughout the country," said Pamela

Stewart, Executive Director for CPS.

Shannon Executive Search has relocated its personnel to the CPS headquarters where they will continue to provide executive recruitment services. CPS will continue to supplement the Executive Search division by providing Assessment Centers that ultimately recommend the final candidate selection.



- A Division of CPS Human Resource Services
- Government and Public Agency Executive Recruiting
- Assessment Centers
- ◆ Flat Fee Structure
- Full Service or A La Carte Services

Phone number: 916.263.1401 www.cps.ca.gov/shannon

## CPS FEATURED AT ASPA NATIONAL CONFERENCE

CPS Cited as Example of Intersect Organization in the Public Sector

CPS was featured at the American Society for Public Administration (ASPA) National Conference on March 25, 2002, in Phoenix, Arizona.

Mertianna Georgia, Senior Manager, served as a facilitator/speaker for the "Intersect Organizations in the Public Sector" discussion panel.

Georgia presented original research from a survey completed in 2001 on employee knowledge of CPS' mission, vision and values. Using the results as

a case study, the discussion panel covered employee perceptions of a successful intersect organization, organizational characteristics and culture, and the future implications on public sector organizations.

Dr. William Bergquist, author of the book, "Postmodern Organizations" also participated in the panel discussion. In his book, Dr. Bergquist cited CPS as an example of an Intersect Organization, working as the 'intersect' between other organizations and government.

To review the results of the survey or the ASPA presentation, visit www.intersectorg.info or call Mertianna Georgia at (916) 263-3614 x 3055 or email georgia@cps.ca.gov.





PAM STEWART
CPS Executive Director

## A MESSAGE FROM THE CPS EXECUTIVE DIRECTOR

I am very pleased to welcome Shannon Executive Search as a new division of CPS. This addition is the result of John Shannon and Shannon Associates joining us. As many of you know, John and his team are highly regarded executive search and coaching consultants, and we are very excited they have chosen to become part of CPS. Please refer to our front page story about this exciting addition to our organization.

Another piece of great news comes from Bob Lavigna of our regional office. In addition to

being selected as a qualified provider of workforce planning services for the state of Georgia, CPS was recently awarded a contract to provide a process review for the City of Atlanta Department of Personnel and Human Resources.

There are many other exciting activities going on at CPS and I invite you to read further and find out more about how we can make your job easier. As always, our team is ready to exceed your expectations whether you need test services, executive recruitment or HR advisory consulting.

#### **NEW SEMINARS ADDED**

Seminar Classes Fill Quickly

Among the newest service available from CPS is the successful seminar series. The seminars focus on helping public agencies develop an understanding of core proficiency areas in testing and assessment "We are very pleased with the success of the seminars and the response we are receiving from our clients," noted Howard Fortson, seminar director.

In response to requests from our clients, CPS is pleased to add two new seminars: Selection Basics: Passpoint Setting and Beyond, and Interview Construction and Administration.

- Selection Basics covers the selection process after the test is administered, focusing on how agencies can make the best use of test results in their hiring process.
- Interview Construction and Administration covers the process of interview question construction, the development of behavioral anchors and the administration process.

These seminars will be offered in addition to the Job Analysis and Test and Item Analysis Seminars. Seminars are offered in Sacramento and the greater Los Angeles areas on an alternating basis.

Additionally, CPS is now offering to bring the Seminar Series to your agency. CPS presenters will come to your agency and present the seminar of your choice. Clients who choose to host the seminar may include their own personnel as well as other interested agencies in their area. For more information, please contact Howard Fortson, Ph.D. at (916) 263-3600 or email howard@cps.ca.gov.

#### **CPS NOW OFFERS ONLINE TESTING**

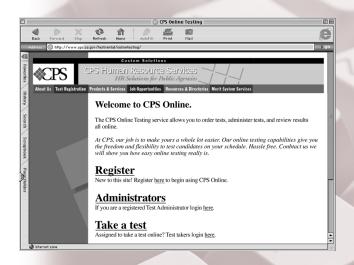
New CPS Services Speed Up Hiring Time and Streamline Examination Process

CPS recently partnered with Performance Assessment Network (PAN) to offer online testing. The CPS Online Testing system gives managers and human resource personnel fast access to information that reduces hiring time and streamlines the examination process.

According to Al Lepore from El Dorado County, "The CPS Online Testing system allows my agency to easily test candidates in multiple offices. Candidates have found the testing system easy to use and like being able to go back and review answers before finishing the test."

To use the CPS Online Testing system, CPS clients are assigned a test administrator ID. The test administrator then has the ability to order tests, assign exam IDs to candidates and schedule candidates to take an examination. With the help of a test proctor, candidates log on to the CPS Online Testing environment. During the exam, candidates can easily navigate throughout the test and can mark questions for later review. As soon as a test is completed, the candidate's responses are sent to the scoring system for processing. After a brief interval, the candidate test report is generated and made available to the test administrator. The report (in PDF format) can be reviewed, printed, or saved onto the test administrator's computer.

Tests currently available include Entry Clerical, Legal Processing Clerk, Courtroom Clerk, Eligibility Worker and Entry Law Enforcement. Tests for Advanced Clerical, Account Clerk, and Senior Account Clerk will be available soon. To learn more about the CPS Online Testing system, contact Howard Fortson, Ph.D. at (916) 263-3600, howard@cps.ca.gov or go to www.cps.ca.gov/testrental/onlinetesting to register as a CPS Online Testing test administrator.



#### SHANNON, HARRIS AND KRISTENSEN JOIN CPS HUMAN RESOURCE SERVICES FOR PUBLIC AGENCIES

Shannon Executive Search Division To Help Local And State Governments

John Shannon, David Harris and Kris Kristensen have joined Shannon Executive Search, a division of CPS Human Resource Services for Public Agencies. The new executive search division will provide executive recruitment services to local and state governments, public agencies and non-profit organizations throughout the United States and Canada.

"The executive search division rounds out our complete line of testing, consulting and recruitment products and services," said Pamela Stewart, Executive Director, CPS Human Resources Services. "Working with the new executive search division, CPS will continue to provide candidate recruitment, assessment centers and a variety of HR advisory services to help government entities find and retain the best and brightest employess to lead their agencies," Stewart added.

#### JOHN SHANNON

Managing Consultant

John Shannon has thirty years of human resources management experience, including twenty-four years as a consultant to local, regional and state government. During this time, a host of consulting engagements have been successfully completed for cities,



counties, educational institutions, special districts and regional and state agencies.

Mr. Shannon has personally completed more than 100 recruitments for council/board appointed officials, including city managers, county executives, district general managers and regional agency executives. His areas of expertise include management compensation, performance planning and evaluation, group facilitation, strategic planning and organization improvement.

#### **DAVID HARRIS**

Client Services Manager

David Harris has been involved as a project manager and advisor in the recruitment of numerous city managers, county executives, public safety administrators and transportation and economic development managers, among others. He is experienced in all phases of the recruitment process.



Mr. Harris served for nearly 20 years as City Manager of Dixon, California, and, prior to that, for approximately six years as Assistant City Manager of Fairfield, California. Mr. Harris was awarded the International City Managers Association (ICMA) Award of Excellence for Local Government Innovation in 1997 and is the author of several published articles. He was actively involved in Rotary for 20 years.

#### KRIS KRISTENSEN

Senior Consultant

Kris Kristensen has assisted numerous local agencies in recruitments for a variety of executive positions including city manager, deputy city manager, police chief, community development director, information services manager and public defender, among others.



Mr. Kristensen concluded a successful 25-year management and operations career with three California cities, serving 13 of those years as City Manager with the City of Woodland. An accomplished team leader, Mr. Kristensen has enhanced intergovernmental collaboration through the establishment and/or operation of three countywide joint powers authorities for workers compensation/liability insurance services, public transportation and emergency communications/dispatch services.

## CPS PARTNERS WITH WAMSLEY CONSULTING TO SERVE COLORADO CLIENTS

CPS has added a new strategic partner to its long list of nationwide project consultants. With the addition of Wamsley Consulting, located in Denver, Colorado, CPS has gained another regional presence in the very competitive assessment projects market.

"The addition of Mary Wamsley to the CPS team gives us the opportunity to provide our clients in Colorado and throughout the neighboring states for that matter, the same high level of service that all CPS clients have come to expect. CPS clients have also gained the added benefit of a local contact who thoroughly understands and identifies with the local environment," says Matt Gruver of CPS' Assessment Services Unit. "Mary brings 27 years of experience in public safety and specific expertise in the assessment and development of supervisory and command personnel."

CPS has a long history of service to public agencies throughout the state of Colorado and has just recently added the Denver Police Department and the Colorado Springs Fire Department to its list of assessment clients. "I'm very excited to be working with CPS to help build, with Denver and Colorado Springs, the same type of long-term relationship that many of their other Colorado clients have come to enjoy," says Mary Wamsley.

For more information on CPS' Assessment Services, please contact Matt Gruver at (916) 263-3614 x 3042 or email matt@cps.ca.gov.

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CPS Expands
New Seminars Added
Online Testing
Shannon, Harris and Kristensen Join CPS
Mapping Out the Future
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#### MAPPING OUT THE FUTURE

CPS Awarded \$440,000 Contract by the City of Atlanta

CPS was recently awarded a \$440,000 contract to review the human resource processes of the city of Atlanta. CPS and two subcontractors, Organization Navigators and Career Consciousness, Inc., will conduct process reviews for the Atlanta Department of Personnel and Human Resources. The reviews began in mid-April and focus on eight key HR areas—policy, training and development, career and succession planning, performance management, classification and compensation, payroll, safety and employee separation.

"These process reviews will give us the road map to make city government more efficient and more responsive to our citizens," Atlanta Mayor Shirley Franklin said during a press conference held to announce the process reviews.

In related news, CPS, in partnership with the Sterling Institute, was selected in the Fall of 2001 by the Georgia Merit System as a qualified vendor to provide workforce planning services to Georgia state agencies. With more than 100 years of combined experience in providing responsive services to public agencies, CPS and Sterling offer the full range of services necessary for Georgia state agencies to develop comprehensive and effective workforce plans. The CPS/Sterling team is already helping the Georgia Department of Transportation develop a strategic workforce plan.

#### **FULL SERVICE. FULLY CAPABLE**

From HR consulting services to providing customized employment tests, CPS is the leader in providing solutions for your human resource and testing needs. We specialize in providing human resource services exclusively for public agencies. Here is a list of services we can provide your agency:

#### **HUMAN RESOURCE CONSULTING SERVICES**

CLASSIFICATION AND PAY STUDIES
DISPUTE MEDIATION
EXECUTIVE SEARCHES
FACT FINDING/INVESTIGATIONS
GROUP FACILITATION
HUMAN RESOURCE TRAINING
JOB ANALYSIS
MENTORING/CAREER DEVELOPMENT
ORGANIZATIONAL DEVELOPMENT
PARTNERING AND CONFLICT RESOLUTION
PAY SURVEYS

ASSESSMENT CENTERS

PERFORMANCE MANAGEMENT
POLICIES AND PROCEDURES DEVELOPMENT
RENT—A—PERSONNEL PROFESSIONAL
RECRUITMENT
STRATEGIC COMPENSATION SYSTEM DESIGN
STRATEGIC PLANNING
SUCCESSION PLANNING/ LEADERSHIP
TEST ADMINISTRATION
TEST DEVELOPMENT AND VALIDATION
TEST RENTAL AND SCORING
WORK PROCESS REDESIGN

"We are excited to be offering the best workforce planning services possible to Georgia state agencies and the city of Atlanta," says Bob Lavigna, CPS Senior Manager for Client Services.

CPS works exclusively with government and nonprofit organizations to provide expert services for workforce planning, human resources improvements and gap-closing strategies. For more information on workforce planning services, contact Bob Lavigna toll-free at 877-645-6823 or email rlavigna@cps.ca.gov.